

COUNTY EXECUTIVE'S 2006 BUDGET**DEPT:** DEPARTMENT ON AGING**UNIT NO.** 7900**FUND:** General - 0001**OPERATING AUTHORITY & PURPOSE**

Under the Older Americans Act, the Milwaukee County Department on Aging is a Federal/State designated Area Agency on Aging for Milwaukee County. The Department on Aging's responsibilities are outlined in Chapter 53 of the General Ordinances of Milwaukee County and include planning, developing, providing, purchasing and coordinating services for the County's older adult population. The Department reports directly to the County Executive and provides staff support to the Milwaukee County Commission on Aging.

This Department provides a single entry point for older adults and their caregivers who are in need of elderly service information and assistance throughout Milwaukee County. Services provided by the Department on Aging are designed to provide an appropriate mix of community-based care and direct services to prevent the inappropriate and costly institutionalization of older adults. The Department is the designated Resource Center and Care Management Organization for older people in Milwaukee County under the State of Wisconsin's Family Care initiative.

BUDGET SUMMARY				
Account Summary	2004 Actual	2005 Budget	2006 Budget	2005/2006 Change
Personal Services	\$ 7,591,913	\$ 8,445,103	\$ 8,384,112	\$ (60,991)
Employee Fringe Benefits	4,223,630	4,582,164	4,552,172	(29,992)
Services	3,621,997	4,127,343	4,032,244	(95,099)
Commodities	1,320,632	2,113,836	1,430,764	(683,072)
Other Charges	126,733,762	141,560,515	145,295,539	3,735,024
Debt & Depreciation	0	0	0	0
Capital Outlay	5,211	0	335,152	335,152
Capital Contra	0	0	0	0
County Service Charges	3,496,754	4,624,218	5,767,881	1,143,663
Abatements	(1,733,738)	(2,844,630)	(2,902,492)	(57,862)
Total Expenditures	\$ 145,260,161	\$ 162,608,549	\$ 166,895,372	\$ 4,286,823
Direct Revenue	123,519,803	145,917,985	151,634,611	5,716,626
State & Federal Revenue	13,438,274	13,981,093	13,715,567	(265,526)
Indirect Revenue	0	0	0	0
Total Revenue	\$ 136,958,077	\$ 159,899,078	\$ 165,350,178	\$ 5,451,100
Direct Total Tax Levy	\$ 8,302,084	\$ 2,709,471	\$ 1,545,194	\$ (1,164,277)

ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*				
Account Summary	2004 Actual	2005 Budget	2006 Budget	2005/2006 Change
Central Service Allocation	\$ 317,698	\$ 425,523	\$ 588,147	\$ 162,624
Courthouse Space Rental	0	0	0	0
Document Services	24,244	56,996	0	(56,996)
Tech Support & Infrastructure	284,002	357,317	322,402	(34,915)
Distribution Services	23,566	10,574	26,545	15,971
Emergency Mgmt Services	0	0	0	0
Telecommunications	51,676	24,852	39,249	14,397
Record Center	13,743	7,822	8,022	200
Radio	0	0	0	0
Computer Charges	44,932	64,554	7,528	(57,026)
Applications Charges	162,015	325,433	263,390	(62,043)
Total Charges	\$ 921,876	\$ 1,273,071	\$ 1,255,283	\$ (17,788)
Direct Property Tax Levy	\$ 8,302,084	\$ 2,709,471	\$ 1,545,194	\$ (1,164,277)
Total Property Tax Levy	\$ 9,223,960	\$ 3,982,542	\$ 2,800,477	\$ (1,182,065)

* These costs are included in other departmental and non-departmental budgets. They are reflected here to show the "total" amount of tax levy support for this Department.

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PERSONNEL SUMMARY				
	2004 Actual	2005 Budget	2006 Budget	2005/2006 Change
Personal Services (w/o EFB)	\$ 7,591,913	\$ 8,445,103	\$ 8,384,112	\$ (60,991)
Employee Fringe Benefits (EFB)	\$ 4,223,630	\$ 4,582,164	\$ 4,552,172	\$ (29,992)
Position Equivalent (Funded)*	183.7	158.5	160.6	2.1
% of Gross Wages Funded	96.0	98.2	94.5	(3.7)
Overtime (Dollars)**	\$ 165,441	\$ 109,116	\$ 109,116	\$ 0
Overtime (Equivalent to Position)	4.3	1.9	1.9	0

* For 2004, the Position Equivalent is the budgeted amount.

** Delineated for information. (Also included in personal services.)

PERSONNEL CHANGES				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
None				
			TOTAL	\$ 0

ORGANIZATIONAL COST SUMMARY					
DIVISION		2004 Actual	2005 Budget	2006 Budget	2005/2006 Changes
Administration	Expenditure	\$ 3,418,083	\$ 2,289,697	\$ 2,146,797	\$ (142,900)
	Abatement	(815,969)	(2,289,673)	(2,146,797)	0
	Revenue	(1)	0	0	0
	Tax Levy	2,602,115	24	0	(24)
Area Agency: Elderly Services	Expenditure	\$ 3,552,016	\$ 3,640,175	\$ 3,614,176	\$ (25,999)
	Abatement	(95,667)	(8,411)	(8,339)	72
	Revenue	3,028,115	3,098,687	3,195,217	96,530
	Tax Levy	\$ 428,234	533,077	410,620	(122,457)
Area Agency: Senior Meal Program	Expenditure	\$ 4,734,234	4,410,801	4,682,710	271,909
	Abatement	(90,765)	(4,121)	(434)	3,687
	Revenue	4,314,382	4,220,714	4,648,389	427,675
	Tax Levy	329,087	185,966	33,887	(152,079)
Area Agency: Senior Centers	Expenditure	\$ 1,323,056	1,318,550	1,621,511	302,961
	Abatement	0	0	0	0
	Revenue	0	0	0	0
	Tax Levy	1,323,056	1,318,550	1,621,511	302,961
Resource Center: Community Alternatives & Intervention Services	Expenditure	\$ 8,070,113	9,416,006	8,944,238	(471,768)
	Abatement	(733,318)	(392,324)	(425,701)	(33,377)
	Revenue	7,138,988	7,696,804	7,422,308	(274,496)
	Tax Levy	\$ 197,807	1,326,878	1,096,229	(230,649)
Care Management Organization	Expenditure	\$ 125,896,396	144,377,950	148,788,432	4,410,482
	Abatement	1,982	(150,101)	(321,221)	(171,120)
	Revenue	122,476,593	144,882,873	150,084,264	5,201,391
	Tax Levy	\$ 3,421,785	(655,024)	(1,617,053)	(962,029)

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MISSION

The mission of the Milwaukee County Department on Aging is to affirm the dignity and value of older adults of this County by supporting their choices for living in or giving to our community.

DEPARTMENT DESCRIPTION

The Milwaukee County Department on Aging was created in the 1991 budget to serve as Milwaukee County's designated Area Agency on Aging under the Older Americans Act and as the County's designated unit to administer aging programs. The Department plans for and services the growing needs of Milwaukee County's large and diverse older adult population. It is the one dedicated, specialized agency within Milwaukee County government to represent and serve the needs of the elderly.

The Department integrates several Federal and State revenue streams including the Older Americans Act, the Senior Community Services Program, the Alzheimer's Family and Caregiver Support Program (AFCSP), Base Community Aids (BCA) and Family Care.

The Department is the designated Aging Resource Center and Care Management Organization (CMO) for older people in Milwaukee County under the State of Wisconsin's Family Care initiative. Family Care replaces the state's numerous Long Term Support programs, including the Community Options Program (COP), COP Waiver, and Community Integration Program (CIP) with a single, integrated Long Term Care entitlement program.

The Department on Aging consists of four service areas:

Administration includes the Director's Office and the Fiscal and Support Services Division. The major functions of the Fiscal and Support Services Division include budget development and management, accounting and personnel administration. The Division monitors Departmental expenditures and revenues, reviews audits, reports service utilization and expenditures to County and State agencies, projects revenues and expenditures and monitors compliance with funding source requirements. This Division also develops the Department's fiscal policies and assesses operations for effectiveness and efficiency.

Area Agency Services provide a comprehensive network of support services through community-based agencies that assist older adults to remain independent in their homes as long as possible. These programs are funded through the Older Americans Act and State revenue earmarked for elderly services. The Division is responsible for planning, research and program development. In addition, unit staff solicit, monitor, evaluate and administer contracts for a variety of services in the community. Staff assist with contract development and coordinate the request for proposals process with other County departments.

The Area Agency Services Division provides staff support to the Milwaukee County Commission on Aging, its five standing committees and its Advisory Council. Division staff assist the Commission in conducting public hearings and needs assessments as required under Federal statute, provide technical assistance and serve as a resource for businesses, universities and voluntary organizations interested in meeting the needs of older adults in the community.

The Senior Meal Program part of the Area Agency Services Division, is funded under Titles III-C-1 and III-C-2 of the Older Americans Act and other State and Federal funds received from the State of Wisconsin Bureau on Aging and Long Term Care Resources. The program receives reimbursement for eligible elderly meals from the United States Department of Agriculture (USDA).

The purposes of the Senior Meal Program are:

1. To provide older persons, particularly those with low incomes, low-cost, nutritionally sound meals in strategically located congregate sites. Two of the 31 meal sites offer weekend meals to program participants. The program also seeks to reduce the social isolation of participants by providing supportive services including recreation, education and information about other programs and services available to older adults.
2. To provide home-delivered meals five to seven days a week to eligible frail, homebound, older adults. The program assists older adults in remaining independent and living within their own homes and provides limited gap-filling services in addition to meals.

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The **Resource Center** Division acts as the entry point for the Department's Family Care benefits and is responsible for arranging short-term assistance for older adults with immediate or pressing needs. It is the primary source of quality information and services for persons 60 years of age and older.

As a major component of the State of Wisconsin Family Care initiative, this Division has four primary functions: (1) to provide Milwaukee County's older adults, their caregivers and the general public one central number to call for information about programs and services 24 hours a day; (2) to provide pre-admission counseling to elders seeking residential placements; (3) to determine eligibility for the Family Care benefit; and (4) to provide community education to older adults, their families, and caregivers on a broad range of subjects, including wellness and prevention of functional decline. The Resource Center's other major responsibilities include investigating allegations of elder abuse and providing protective services, guardianships and protective placement services to vulnerable older adults.

The **Care Management Organization (CMO)** Division was created in response to the Family Care initiative. In accordance with authorization initially granted by the County Board in 1997 (Resolution File No. 96-630) and 1998 (Resolution File No. 98-893), under Family Care, the Department's Care Management Organization coordinates all long term care services, including home and community based services and institutional services for eligible elders who require publicly funded long term care services. Using inter-disciplinary teams of nurses, human service workers, other professionals and volunteers, the Division oversees the provision of a comprehensive package of service benefits. These include Adult Day Care, Supportive Home Care, transportation, accessibility equipment and home modifications, residential care services, money management, durable medical equipment, home health care, personal care, skilled nursing services and skilled nursing home care. In return for coordinating and managing these services, the Department's CMO receives a capitated rate payment per member per month from the State.

BUDGET HIGHLIGHTS

DEPARTMENTAL

- Personal Services expenditures without fringe benefits decrease by \$60,991 from \$8,445,103 to \$8,384,112. Total positions increase by 2.1 to 160.6.
- Total expenditures increase by \$4,286,823 to \$166,895,372 and total revenues increase by \$5,451,100 to \$165,350,178. This change is primarily accounted for in the Care Management Organization and reflects the increased per member per month capitated rate received from the State and the associated expenditures.
- All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

ADMINISTRATION

- Expenditures are decreased by \$142,900 primarily due to reduced crosscharges.
- At the end of 2005, the Schlitz Park lease expires. The Economic and Community Development Division issued an RFP for space for the Department on Aging in July 2005. RFP responses are being reviewed and a decision will be made in the Fall of 2005 regarding space for the Department on Aging. A total of \$614,666 has been budgeted for space rental and security in 2006.

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AREA AGENCY SERVICES

The Area Agency Services Division consists of three major programs areas: Elderly Services, the Senior Meal Program and the Senior Centers.

- Working with the Commission on Aging and its Advisory Council, the Area Agency Services Division of the Department on Aging will continue to plan, implement and monitor private fund-raising strategies. The two areas of focus for 2006 will be addressing the rise in home delivered meals and the need for support of the five County-owned Senior Centers.

Elderly Services

- New Medicare Modernization Act Transition Grant funding is budgeted in the amount of \$105,991 in 2006. This grant results from increased Federal S.H.I.P. (Senior Health Insurance Program) money that was issued to States in 2005 for the purpose of providing a Medicare Part D education and outreach campaign. Medicare Part D is a voluntary prescription drug benefit that will become available to seniors on January 1, 2006. Seniors will have to make various decisions regarding enrollment, plan choices and benefits.

Contractual expenditures are increased by the grant amount to provide funding to Legal Action of Wisconsin—SeniorLAW. Legal Action will provide community presentations, produce informational literature, educate professionals and seniors, provide counseling services and offer advocacy services to seniors through this contract.

In addition, the Department on Aging Resource Center and Area Agency staff are coordinating dozens of trainings and will help seniors make appropriate choices.

- In 2004 the Department of Aging received a Robert Wood Johnson (RWJ) Foundation Community Partnerships for Older Adults grant to fund their Connecting Caring Communities initiative. This is a four-year grant. In 2006, the third year of the grant, \$277,500 is budgeted and includes funding from RWJ and additional matching funds from Helen Bader, Faye McBeath and the Greater Milwaukee

Foundations. The total four-year grant is \$1,110,000.

Senior Meal Program

	2005 Budget	2006 Budget	2005/2006 Change
Number of Meal Sites Open	32	31	(1)
Meals Served at Meal Sites	458,500	379,460	(79,040)
Home-Delivered Meals	<u>224,784</u>	<u>303,575</u>	<u>78,791</u>
Total Meals Served	683,284	683,035	(249)

- Meal sites decrease by one to a total of 31 sites in 2006 as a result of the Village Adult Day Center discontinuing their participation in the congregate meal program in early 2005. The Village Adult Day Care Center still provides meals to seniors but is funded through an alternative program.
- The number of home-delivered meals increases while the number of meals served at the meal sites decreases. This shift is based on actual experience in 2005.
- Expenditures increase by \$275,596 primarily due to increased food expenditures based on actual experience. Revenues increase by \$427,675 due to an analysis of the amount of Family Care member meals served in meal sites that are eligible for revenue reimbursement.
- The Senior Meal Program continues the following initiatives at no additional cost to seniors to promote health and well-being among the Milwaukee County older population:
 - The Commodity Supplemental Food Program (administered by the Hunger Task Force) and the Reach Program (administered by Second Harvest) enable participants at various meal sites to receive food boxes each month.
 - The UW Extension - Wisconsin Nutrition Education Program provides monthly nutrition education classes at 17 meal site locations.

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- The Department on Aging, the City of Milwaukee Health Department and the Wisconsin Nutrition Education Network partner to sponsor the “Stepping Up to a Healthier Lifestyle” Campaign, which provides wellness promotions at meal sites.

Senior Centers

- A principal challenge of operating the five County owned senior centers continues to be maintenance of the facilities. In 2006, \$300,000 is budgeted to begin to address the maintenance needs of the centers. Projects will be funded based on a long-range capital and operating plan, which will be established and managed by the Department and DAS-Fiscal Affairs.
- Milwaukee County's WellnessWorks and fitness center programs are recognized nationally as an award-winning model of community based fitness and wellness programs for multicultural populations at no charge to its participants. The Department on Aging will continue to seek grant funding and partnerships to sustain and expand fitness and physical activity programming at the senior centers.

RESOURCE CENTER: COMMUNITY ALTERNATIVES & INTERVENTION SERVICES DIVISIONS

	2005	2006
	<u>Budget</u>	<u>Budget</u>
Pre-admission Consultations	1,200	1,200
Functional Screens	3,500	3,500
Information Contacts	80,000	80,000

- Expenditures decrease \$505,145 primarily due to decreased personal services expenditures and reductions in purchase of service contracts.
- Revenues decrease by \$274,496 primarily due the expiration of the Wellness and Prevention Grant funding of \$249,040. Purchase of service expenditures are reduced to off-set the loss of grant revenue.

- The DHHS – Economic Support Division will continue to deploy 18 Economic Support Specialists, two Office Support Assistant 2s, two ESS Supervisors and one Quality Assurance Technician to perform eligibility and related functions for the Family Care program. The Department on Aging is cross-charged for all personal services costs related to this unit, with the exception of the Quality Assurance Technician position, which is covered with regular Income Maintenance revenue.
- In 2006, Resource Center staff will evaluate procedures and technology in order to serve elders more effectively and efficiently.

CARE MANAGEMENT COORDINATED SERVICES DIVISION (CARE MANAGEMENT ORGANIZATION)

	2005	2006
	<u>Budget</u>	<u>Budget</u>
CMO New Enrollments	557	138
Average CMO Clients Served per Month	6,242	5,639

- In 2005, the Department on Aging was awarded the sole contract to operate the Care Management Organization in Milwaukee County. The contract includes optional renewals through 2009.
- The CMO is operated as an enterprise fund in accordance with the requirements made by the State of Wisconsin.
- Revenues increase by \$5,201,391. This reflects the increased per member per month capitated rate from the State that the CMO began receiving in January 2005 as well as increases for new members. The capitated rate in 2006 is slightly higher than the 2005 rate based on preliminary data given to the CMO by the State. Expenditures also increase by \$4,239,362 primarily in member services. The expenditure increase includes vendor rate increases varying from 3-4%.
- Contractual services for CMO fiscal and management services is decreased by \$170,000 due to the restructuring of CMO fiscal staff in 2005. This decrease is partially off-set by an

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increase of \$100,000 for information technology contract services.

- In 2005 the CMO restructured their fiscal and management staff to ensure that CMO operations and finances were closely monitored. To continue this process, capitation revenues and member service expenditures are budgeted using activity codes in 2006. The revenue activity codes are based on level of care and the expenditure activity codes are based on service categories. This provides the CMO with more comprehensive information and allows fiscal staff to monitor expenditures and revenues more

closely and identify variances from budget, allowing for operational adjustments.

- In 2005 the CMO and the County entered into a Commitment Agreement which establishes that, after meeting the State contract requirements for required working capital reserve, the County receives 50% of any surpluses generated by the CMO up to the total of the prior year accumulated deficits of \$12,217,786. In 2006, the CMO anticipates a surplus of \$3,234,106 of which \$1,617,053 will be paid to the County and an equal amount will be budgeted as an expenditure reserve within the CMO.